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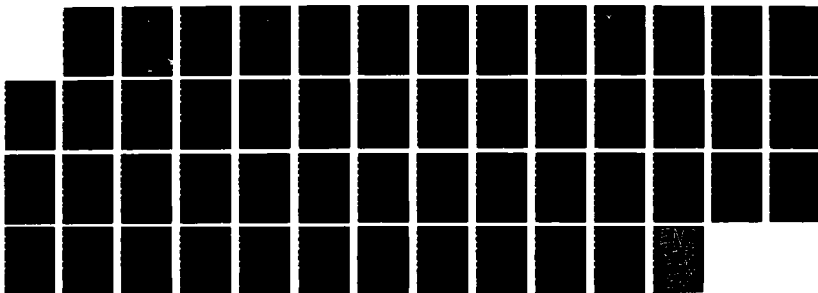
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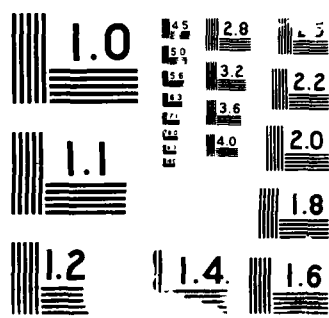
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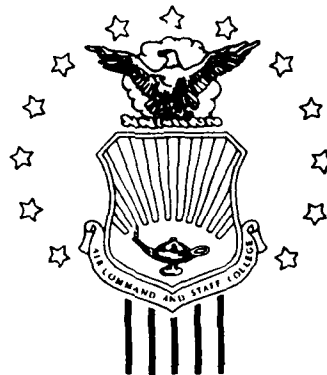
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# AIR COMMAND AND STAFF COLLEGE

## STUDENT REPORT

A FUTURE OUTLOOK FOR WOMEN  
EXECUTIVES

MAJOR DEBORAH A. BAKER 88-0180

MAJOR SANDRA A. GREGORY

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**TITLE** A FUTURE OUTLOOK FOR WOMEN EXECUTIVES

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Submitted to the faculty in partial fulfillment of  
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<p>This study examines the opportunities for women executives in the Air Force and corporate worlds. The evolution of women in the work force since World War II is reviewed, and the impact the women's liberation movement had, then and now, is discussed. Additionally, this study highlights executive positions currently held by both Air Force and civilian women and addresses the future outlook for their continued advancement.</p>			
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## PREFACE

While American women have historically been part of the nation's work force, World War II was the catalyst that brought significant numbers of women into all types of jobs within the labor market. Similarly, WWII opened the doors for many women to join the military services. This paper looks at the evolution of women in the work force, both military and civilian, since WWII. It traces the impact the war had on working women as well as the impact working women had on the labor force following WWII. We also looked at the impact of the Women's Liberation Movement on women in the 1970s and what, if any, benefits women have today as a result of that Movement.

We also wanted to identify how women are currently succeeding at the top levels of both the military and corporate worlds. Are they competing successfully, and if so, in any particular fields? Based on our research, we hoped to draw some conclusions and provide a basis for further research. We felt it important to tie the military and corporate world together as we found little information available on senior military women that could be used for comparisons. As women are joining the Services in ever increasing numbers, it's important that information be made available that documents their success and provides them a "platform to launch from."

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## EXECUTIVE SUMMARY

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**REPORT NUMBER** 88-0180

**AUTHOR(S)** MAJORS DEBORAH A. BAKER and SANDRA A. GREGORY, USAF

**TITLE** A FUTURE OUTLOOK FOR WOMEN EXECUTIVES

I. Purpose: To examine the evolution of women in the work force since World War II through the women's liberation movement and up to the present, and to closely look at positions now held by women executives in the civilian and Air Force organizations in order to predict what the future holds for future women executives.

II. Problem: Although it's been 20 years since the women's liberation movement made its greatest impact on the work force, the status of women executives was reviewed to determine the progress made and what the future holds for aspiring female executives. This source material could be used for possible elective studies.

III. Discussion of Analysis: World War II saw a dramatic increase of women entering the work force, and consequently, the growth of women in the civilian and military worlds has had a permanent effect. Immediately after the war, women remained in the work force for several reasons: inflation, rising expectations, and personal job satisfaction, to name a few.

## CONTINUED

After the women's liberation movement of the 1960s, however, women entered all realms of the business, professional, and military worlds. This upward mobility was primarily due to an increase of educational levels among women along with changes in attitudes and laws which previously barred them from entering some higher management jobs.

American women have come a long way in entering the executive suites as evidenced by seeing their names throughout the organizational charts. Their reasons for achieving the rank of executive are varied, but a strong desire for success and superb job performance top the list. Of course, men's changing attitudes toward working women has had a tremendous impact on their climb up the ladder. The future of women in the work force continues to look promising, but not without some drawbacks.

There are many factors affecting the future of women executives. First, there are going to be more women competing for those same top positions and, therefore, the competition will be stiffer. Second, women are being stopped by such barriers as the attitudes of some senior male managers who often feel uncomfortable with female executives, plateauing on the middle rungs of management, pigeonholing in staff jobs which do not offer opportunities into senior leadership, and family demands.

IV. Conclusions: It is evident women have made enormous strides in the work force since the first wave of women entered in World War II. Additionally, with the impetus of the 1960s women's liberation movement women have now achieved some representation at most levels of management in the civilian and Air Force sectors, and their numbers continue to grow. The choices made and examples set by today's women in middle management, however, will continue to set the final moodswing of the doors entering into corporate and Air Force boardrooms. Despite ever-present barriers the indicators are showing favorable readings for the future of women in the work force.

## Chapter One

### THE EVOLUTION OF WOMEN IN THE WORK FORCE

World War II radically changed the traditional work role of American women. Over 6 million women took jobs, increasing the size of the female labor force by over 50 percent (1:135). With the change in the numbers of women working, the attitude toward women also changed. Instead of frowning on women who worked, government and the mass media embarked on an all-out effort to encourage them to enter the labor force (1:135-136).

Industries directly related to the war attracted the largest block of new female workers (1:140). Defense plants had the most critical need for additional manpower and the fewest traditions of prejudice to overcome (1:140). The production of airplanes, parachutes and artillery held a special appeal for women whose primary motivation in working was to help their sons and husbands fighting in the field (1:140). Thus while the female manufacturing force as a whole grew 110 percent during the war, the number of women in war industries shot up 460 percent (1:140). From 1940 to 1945 nearly one million women also went to work for the United States government (1:141).

In 1942, with manpower shortages now impacting the war itself, each branch of the military initiated a program to induct women into its service. The Army had the women's Army Auxiliary Corps (changed to Women's Army Corps in 1943), the Navy its Navy Women's Reserve, as well as Marine Corps women, and the U.S. Coast Guard Women's Reserve. Over the course of the war, about 350,000 women served in the various forces. They performed in a variety of roles, including medical and administrative jobs, and also served as pilots, truck drivers, airplane mechanics, air-traffic controllers, naval air navigators, metal smiths and electricians (35:14). The Army started commissioning women doctors in 1943 (2:320). The Women's Armed Services Act of 1948 established for the first time a permanent role for women in the nation's armed forces, to include the Air Force, which became a separate branch in 1947.

The most significant change brought about by the war, however, involved the age and marital status of the new recruits to the labor force (1:144). By the end of the war it was just as likely that a wife over 40 would be employed as a single woman under 20 (1:144). Employed women grew from 15.2 percent of all

married women in 1940 to more than 24 percent by the end of 1945 (1:144). Over 3.7 million of the 6.5 million female newcomers to the labor force listed themselves as former housewives (1:145). Many had children of school and pre-school age, including 60 percent of those hired by the War Department (1:145). For the first time in their lives they played an important role in both the economic and the military support of America. And four out of five indicated in a Women's Bureau survey that they wished to stay in the labor force after the war (1:146).

The war and the effort to legitimize the employment of women did succeed in changing the average citizen's attitude toward female employment (1:148). At the height of the Depression in 1935, when one in four workers was unemployed, over 80 percent of the American people were strongly opposed to women working, especially if they were married women (2:320). By 1942, in contrast, 60 percent believed that wives should be employed in war industries (only 13 percent were opposed), and 71 percent asserted that there was a need for more married women to take jobs (1:148). At the close of hostilities, nearly 20 million women were in the labor force. They represented 35 percent of all workers in contrast to 25 percent in 1940 (1:148).

When Japan surrendered in August 1945, the American people rejoiced and looked forward to returning to a normal existence. No one knew for sure where women belonged in a world at peace. As shown, attitudes toward working women had changed dramatically, but public opinion had been driven by the war itself. Now, with the return of peace, the future social and economic roles of women became a period of testing, a time of transition, in which women themselves, and the society at large, sought to determine the proper boundaries of women's sphere (1:174).

In anticipation of the postwar employment squeeze, the Women's Advisory Council (WAC) and other government officials sought to protect the rights of women workers. "No society can boast of democratic ideals if it utilizes womanpower in a crisis and neglects it in peace" (1:174). In a democracy, the War Manpower Commission emphasized, every citizen regardless of race or sex enjoyed a "fundamental right to choose whether to work or not" (1:175). Focusing on the attitudes of returning veterans, the War Department distributed a pamphlet urging soldiers to share housework and support an extension of community services as a way of helping wives who wished to continue on the job (1:175).

A substantial number of Americans, however, believed that it was time for women to return home. Many observers viewed women working as a primary cause of juvenile delinquency and believed

that the continued presence of wives and mothers in the work force threatened the stability of the nation's social institutions (1:176). The National Association of Manufacturers praised women for their wartime contribution, but declared that "from a humanitarian point of view, too many women should not stay in the labor force. The home is the basic American Institution" (1:321). In part, the desire to restore old economic patterns was motivated by fear of recession (1:176). Massive unemployment during the depression was remembered all too well prior to the outbreak of fighting (1:177). In the eyes of many leaders, a cutback in women's employment offered a guarantee against the new possibility of an economic downturn (1:177). Public opinion surveys indicated that most American women as well as men, believed in the perpetuation of a sharp division of labor between the sexes (1:177). Both Fortune magazine and the Institute of Public Opinion found that a sizeable majority of the American people were opposed to a wife working if her husband could support her (1:178). Despite changes driven by war, there still appeared a strong belief in the "proper place" for women. Even those women leaders who had been most skeptical of the gains made in wartime were stunned by the "toboggan in public esteem". Women were expected to quickly return to their traditional roles (1:178).

If public opinion had turned against female employment, however, women workers themselves gave every indication of desiring to stay on the job (1:178). A Women's Bureau survey showed that three out of four women who had taken jobs in the midst of the war wanted to continue working (1:178). "Used to money of their own," the Saturday Evening Post observed, "millions of the sex are going to sniff at postwar bromides about women's place" (1:179). The greatest enthusiasm was expressed by women over 45, 80 percent of whom indicated an interest in a permanent job (1:179). Demobilization played a role in determining the answer. Veterans took priority over wartime workers in the competition for their old jobs (1:179). As war plants reconverted to peacetime production, women who were last hired were the first fired (1:179). Additionally, many industries folded overnight as victory approached (1:179). An appreciable number of women retained positions in the labor force, however, confounding the expectations of those who believed that female employment would decline precipitiously with the end of the fighting (1:180). The Bureau of Labor Statistics had predicted that six million people would lose their jobs in the year after the war (1:180). In fact, only a small percentage remained permanently out of work (1:180). A great many women did leave the job, but rejoined the labor force at a later date (1:180).

As the decade of the 1940s drew to a close, WWII had clearly left a visible imprint on the role of women in the work force. Twice as many women were employed in California in 1949 as had been employed in 1940 (1:181). Nationwide, the female labor force had increased by over 5.25 million, more than twice the increase which might have been expected without the war (1:181-182). The greatest gains occurred among married women. By 1952, some 10.4 million wives held jobs, a total of 2 million more than the peak of WWII and almost three times the number employed in 1940 (1:182). The number of couples in which both husband and wife worked leaped from three million or 11 percent in 1940, to almost seven million or 20 percent in 1948, and approximately 4.5 million mothers of children under 18 were employed -- nearly 25 percent of the total female labor force (1:182).

A dramatic shift also took place in the age of working women. By 1950, the greatest proportion of new workers were women in their early 40s, and women in their 50s entered the labor force in the same numbers as those in their 20s (1:187). By 1950, there were 5.5 million women over 45 years of age in the labor force, and women between 35 and 54 constituted 40 percent of the total number of women at work (1:182).

The war was of critical importance in enabling working women to become increasingly accepted as part of middle-class life (1:183). It helped to legitimize work for women of all classes by making it a patriotic duty (1:183). It also promoted white-collar occupations suitable for middle-class women to hold (1:183). Women in clerical and sales positions jumped from 31 percent to 37 percent of those positions (1:183). By 1950 half of all women employed were in white-collar jobs, including 66 percent of white employed women (1:183). This evidence suggests that as the 1950s began, working married women were more common in the lives of middle-class families than they had been before (1:183). The National Manpower Council reported in 1954 that in 40 percent of all families with an income between \$6,000 and \$10,000 a year, both the husband and wife worked (1:183). It can even be argued that female employment was the crucial means by which some families achieved middle-class status (1:183).

Following World War II and the return of soldiers to the homefront, the nation witnessed a significant growth in the birth rate, better known as the "baby boom." The birth rate for third children doubled between 1940 and 1960, and it tripled for fourth children (1:217). This "baby boom" coincided with a substantial exodus to the suburbs (1:217). Between 1950 and 1968, commuting suburbs grew five times faster than urban areas, and the number of "suburbians" increased from 24 to 35 percent of the total



population (1:217). Women's roles changed with the move. The do-it-yourself craze infected both men and women, with wives busy redecorating homes, planting gardens, and making their own clothes (1:217). Suburban mothers volunteered for library work and the PTA, and they chauffeured children to and from music lessons and Scout meetings (1:217). Yet the most striking feature of the 1950's was the degree to which women continued to enter the job market (1:218). In 1960, twice as many women were at work as in 1940, and 40 percent of all women over 16 held a job (1:218). Female employment increased at a rate four times faster than that of men (1:218). The median age of women workers rose to 41, the proportion of wives at work had doubled from 15 percent in 1940 to 30 percent in 1960, and 29 percent of women with children aged six to 17 had jobs (1:218). By 1960, both the husband and the wife worked in over 10 million homes (an increase of 33 percent over 1940), and mothers of children under eighteen comprised almost a third of all women workers (1:218).

Additionally, the growing numbers of working women were well educated (1:219). Over 53 percent of female college graduates held jobs in 1962, in contrast to 36.2 percent of those with only a high school diploma and 70 percent of women with five years of college were employed (1:219). Wives with husbands in white-collar occupations sought jobs more frequently than those whose spouses worked in factories. Female workers in clerical positions showed a stronger commitment to stay in the work force than did women in industry (1:219).

The expansion of women's economic roles reflected, at least in part, the ongoing impact of inflation and rising expectations (1:219). Women's employment provided a vehicle by which the family could buy a new home, afford luxuries, and send the children to college (1:219). In addition, women for the first time appeared to value a job for its own personal rewards. Almost 90 percent of the women interviewed in Greensboro, North Carolina, and Champaign-Urbana, Illinois, in the early 1950s, stated that they liked their jobs, especially for the opportunity to be with other people and receive recognition for their work (1:220). The same findings were found in a study of blue-collar wives. The women enjoyed the self esteem which independent income brought, liked getting out of the house, and enjoyed being able to tell their husbands about their day (1:220). Significantly, a large number of women seemed to derive more gratification from their occupational roles than from more traditional roles (1:220). In one survey, almost two-thirds of married women workers referred to their jobs as a basis for feeling "important" or "useful," while only one-third cited the socially sanctioned activity of housekeeping as the basis for those feelings (1:220).

The decade of the 1940s marked a turning point in the history of American women. At the turn of the century, the young, single, and poor dominated the female work force. By 1960, the majority of women workers were married and middle-aged, and a substantial minority came from the middle class. The Metropolitan Life Insurance Company observed in 1955 that the average wife in America was employed before her first baby was born, and went back to work shortly after her children started to school (1:224). Once outside the traditional role, women did not go back, producing consequences which promised to alter the basic structure of home life. The growing frequency with which women continued to enter the working world created the backdrop against which the Women's Movement would be reborn in the 1960's (1:225).

## Chapter Two

### THE IMPACT OF WOMEN'S LIBERATION

As the decade of the 1960s began, 23 million women, 36 percent of all women 16 and older worked for pay. Fifty-four percent were married, and 43 percent had school age children (2:339). By the end of the 1960s, a majority of women between 18 and 64 were in the work force (2:339). While the role of mother and contented at-home wife was becoming less and less a reality, the picture of the successful career woman competing in a man's world was equally distorted (2:339). Women still held traditional jobs while the positions in the professional and business worlds were filled by men. Educationally, women were backtracking.

In 1960, 35 percent of all BAs went to women; in 1930, women had received 40 percent (2:339). Whatever her education, when a woman went into the labor force she found she made less money than a man with the same education, and her chances of promotion were much smaller (2:339). It was against this backdrop that the women's movement was reborn in the 1960s.

The feminist movement began when abolitionism provided women an opportunity to organize and exposed them directly to the physical and psychological reality of discrimination based on sex (1:233). Then for nearly forty years after the Civil War, the movement was stagnant (1:233). The age of Progressivism (starting about 1895) offered another vehicle for advancement, and in a generation dedicated to ending social injustice, women's rights leaders succeeded in placing suffrage on the agenda of reform and in building a national coalition sufficient to win enactment of the Nineteenth Amendment, giving women the right to vote (1:233). Again, due to numerous factors, the women's movement lost steam until its rebirth during the era of widespread social reform. Whenever America became sensitive to the issue of human rights, the woman's movement acquired new support, and the 1960s proved no exception (1:233). The civil rights movement did not cause the revival of feminism, but it did help create a set of favorable circumstances (1:233). A strong case can be made for the fact that changes already made, especially in the area of working women, directly impacted the possibility of a women's movement. For the first time in the nation's history, almost half the adolescent girls in the country were growing up with examples, in their own homes, of women who combined outside employment with marriage (1:234-235). To be

sure, very few of these women occupied executive positions, but they did have interests outside the home and clearly contradicted the image of the captive housewife (1:235). A Gallup poll taken in 1962 found that 90 percent of housewives surveyed did not want their daughters to lead the same type of life they had led (2:341). They hoped their daughters would get more education and marry later (2:341). Repeated surveys showed that children of mothers who held jobs approved of maternal employment and that the girls intended to work after they were married and had children (1:235). An adolescent female was more likely to name her mother as the person she most admired if she worked than if she did not work (1:235). Surveys by social scientists indicated that working mothers were already imparting lessons of self-reliance to their teenage children and that part-time and voluntary employment in particular seemed to foster a healthier child-mother relationship (1:235). As American sociologist David Reisman noted in 1964, "there is much less resignation and inhibition among women today (than in my mother's generation). . . . Instead, there is an effort to lead a multi-dimensional life" (1:235).

In response to such developments, the women's movement came to life in the 1960s (1:235). A major weapon in the fight for equality came in 1964 when the Civil Rights Act was passed. Under Title VII of the Act it became illegal to discriminate against women in hiring and promotions, and the Equal Employment Opportunity Commission (EEOC) was established to enforce the law (2:237). In 1966 the National Organization for Women (NOW) was formed. NOW represented a reformist approach to equality and acted on the assumption that the social structure could be changed from within through legislation and persuasion (1:237). There were also smaller women's liberation groups made up of younger, more radical women who believed only revolutionary change would end sexual inequality. Although there was much diversity among women, the majority agreed that second class treatment, job discrimination, abortion laws, and better child care were areas that needed to be addressed. Perhaps the most notable characteristic of the movement was its ability to make news (1:238). The early news treatment of the movement was light-hearted, but by 1970, every major news magazine had run a serious cover story on the movement and the television networks gave it prominent attention (2:360). The success of the feminists in attracting publicity alerted millions of uninvolved women to the possibility that they too might be victims of discrimination (1:235). More than ever before, women organized and individual women took their cases wherever they needed to go in order to be heard.

Change was everywhere. The Protestant and Catholic churches were confronted by women who demanded equal recognition (1:239). Women tennis players protested the much larger amounts of prize money received by men players (2:364). Kathy Kusner, an Olympic rider, won her place as the first woman jockey after taking her case to court (2:364). Women members of the Washington Press Corps picketed the Gridiron Club because of its exclusion of women (2:364). Then-Colonel (now Major General retired) Jeanne Holm, director of Women in the Air Force, and Hester Turner, chairwoman of the Defense Advisory Committee on Women in the Services, spoke out publicly about the treatment of women in the armed services (2:364). Perhaps the greatest evidence that the women's movement had made an impact was both the increased attention it received from politicians and the increasing role of women in politics. Having been bottled up for 45 years in committee, the Equal Rights Amendment was enthusiastically endorsed by the House of Representatives (1:240). The Senate approved it in 1972. The Nixon administration announced in 1970 that federal contracts would henceforth contain a clause mandating the employment of a certain quota of women (1:240). Candidates for public office made women's rights a major plank in their platforms (1:241). In 1972, five women were newly-elected to the House of Representatives (2:368). In 1974, all women incumbents were reelected, and although four congresswomen retired, six new ones were elected, bringing the total of women in the US House of Representatives to a record high of 18 (2:370). Also in 1974, the first governorship was won by a woman, and New York elected its first woman lieutenant governor (2:370). Women also scored firsts in the office of secretary of state of California, chief justice of the North Carolina Supreme Court, and mayor of San Jose, California (2:370). In 1976, two more women were elected to the US House of Representatives, a woman became the governor of Washington, and women continued to increase their numbers in state legislatures (2:373). Clearly, the women's liberation movement opened many doors in all walks of life.

In many cases, today's working women are the 1960s children who rated their mothers more favorably if they were employed. Forty-nine million women are employed in the United States today (16:129). In 1970, about half of all women between 25 and 54 had jobs; now, 70 percent, an overwhelming majority, are in the labor market (16:129). Certainly the women's movement helped blur the distinction between traditional "women's work" and "men's work." Male telephone operators are no longer oddities; neither are female lawyers (16:129). Forty percent of the students now admitted to law schools are women (16:133). The impact of these figures is enormous: if that rate of admission continues, in four years, one quarter of all lawyers will be women, according

to the American Bar Association (16:133). Changes are everywhere: a rider passing a roadway construction site is likely to see women on the crew. The housedress, once the daytime garb of millions of women, has become an anachronism (16:133). Women's new lifestyles, many the result of the 1960s explosion, are restructuring this country's economy by not only changing employment patterns but deciding the fates of whole business sectors and redistributing the nation's wealth (16:130). Robert Reich, professor of political economy at Harvard University stated, "If I were to list the social changes as they have affected the economy and culture, I would place first the changing role of women, including the influx of women into the workplace" (16:130). Virtually all new jobs by the year 2000 will be in the service sector; that is where three quarters of employed people now work, contributing around 70 percent of the gross national product (16:130). Like an engine in overdrive, the service sector propels this nation's economic growth the way steel mills and auto plants once did (16:130). More and more often the momentum of women working is behind the wheel of the economic machine (16:130). The early feminist battle cry of "wages for housework" did not get far as a political movement, but with women in the economic market, the market economy has provided an apt rejoinder: a slew of young businesses that will perform almost any homey chore (16:130).

Policy changes in recent years often have been rooted in the women's liberation movement. Title IX of the education amendments of 1972 states, "No person. . . shall on the basis of sex, be excluded from participation, be denied the benefits of or be subjected to discrimination under any education program or activity receiving Federal financial assistance" (16:133). As a result, in 1986, fully one third of those admitted to medical schools were women (16:133). Laws on women's pensions have changed. After a 12-year battle, any pensions that come through an employer must be sex-neutral. A recent Supreme Court decision struck down the practice that required women to make larger contributions to their annuity fund or receive smaller benefits because they are expected to live longer than men (16:133). Similarly, the 1984 Retirement Equity Act lowered the vesting requirement of private pension plans from 15 to 10 years. Women's work patterns have been different from men's because they may take a year or two off to work part-time for child rearing. Therefore, quicker vesting (qualifying for a retirement fund) is crucial to women (16:133). The Economic Recovery Tax Act of 1981 made child care a non-taxable benefit for employees and tax deductible for employers (16:133). This change in law meant that child care could be included in companies' flexible-benefits plans (16:133). The Equal Credit Opportunity Act of 1974 (and amendments in 1976) gave women access to the same financial

services as male wage earners by prohibiting discrimination in the extension of credit (16:134). A 1981 Supreme Court decision regarding pay for women prison guards in Oregon made it clear that Title VII of the 1964 Civil Right Act prohibits wage discrimination even when the jobs are not identical (16:134). The Pregnancy Discrimination Act of 1978, an amendment to Title VII, protects women "affected by pregnancy, childbirth or related medical conditions" from being fired or refused a job or promotion and makes it mandatory for companies to provide disability benefits for pregnancy if they did so for other medical reasons (16:134).

It is evident that the women's movement of the 1960s and 1970s has in some way impacted almost every woman in America today. Whether it's in education or employment, changes in the law help protect the rights of women. But what about the women's liberation movement in the 1980s? For all intents and purposes, it has again shifted to the back burners. There are no active demonstrations, no national referenda, and no news-worthy events. Business researchers Michael Hitt and William Zikmond found that employers today are interested in hiring women, but avoid hiring vocally feminist ones because they do not want women shoving equal employment down their throats (5:10). Hitt and Zikmond located two female Master of Business Administration students who had written their theses on job discrimination against women. The researchers sent the resumes of these women to 200 corporations listed in the College Placement Annual as seeking MBA students. The qualifications in the resumes were judged to be equal. One-fourth of the resumes gave the applicant's full name, but no thesis topic; one-fourth gave both name and topic; one-fourth masked the women's sex by using initials and also left out the thesis topic; the remaining quarter used initials but mentioned the thesis topic (5:10). "The results suggest that employers may be less willing to employ a female interested in equal employment opportunities than a female who is not," Hitt says (5:10). The resumes with the initials received the same number of positive replies whether the thesis was mentioned or not. But when the resume was clearly by a woman, there were more than twice as many positive responses when the topic was left out (5:10). The researchers conclude that women can benefit from the women's movement today by not showing a strong interest in it (5:10).

Jan Rosenberg wrote, in the Fall 1986 issue of Dissent Magazine that in the Reagan era, the women's movement has lost its center (28:--). This title, coupled with the study by Hitt and Zikmond, best summarize where women as a whole are today. There is no strong, organized women's liberation movement, but there is plenty of opportunity for women, as long as they go about getting the jobs done without making the organization uncomfortable.

## Chapter Three

### EXECUTIVE POSITIONS NOW HELD BY WOMEN IN THE CIVILIAN AND AIR FORCE COMMUNITIES

Becoming an executive is one of the most visible benchmarks of success in both the public and private sectors. For that reason, traits of women executives who have achieved such success will be explored next by examining their positions and ranks, the percentage growth in their numbers, and how they have achieved their status in the workplace. Additionally, some rules for making it to the top of the ladder are listed. Hereinafter, a corporate executive is a person who holds the title of corporate vice-president (or higher) or who is the president of a corporation's major division. Likewise, on the military side the authors have defined an executive to be one who has obtained the rank of colonel or general officer.

Although this chapter mentions both civilian and military executive women, it is important to note the relative paucity of material found on Air Force women. There is an abundance of data written about the executive civilian community; however, there is comparably little written about executive military women. The apparent one-sidedness of this discussion is a result of that imbalance. To put this in perspective, many of the lessons and the roadmaps for success taught by civilian women executives are equally applicable to and have been used by successful Air Force women executives.

#### WOMEN EXECUTIVES

Since the beginning of women's liberation, when the doors of opportunity in the workplace were opened to women, women's successfulness has been tracked, analyzed, and encouraged by quotas. To highlight these achievements, the June 22, 1987 cover story of Business Week magazine featured "Fifty Women to Watch." Such coverage indicates the amount of national attention being placed on high-ranking women in corporate America, and Appendix A is a list of these 50 women. What makes today's female success stories different from the stories of a similar list of pathfinders published in 1976 by Business Week? According to Business Week, today's "top 50" are better educated, more single-minded, and more confident about the prospects of their becoming chief executive officers (CEOs). Additionally, the female pioneers from a decade ago were more defensive, and they



immediately pointed out that they were women (3:75). The practice of wearing gender to get ahead, fortunately, has been erased by today's feminine role models in order to blend in with the overall corporate image.

Even though many barriers for women have been lifted over the last 15 years through legal action of the Equal Employment Opportunity Commission, many indicators show that the best industries for today's women executives tend to be growth industries. They are fast-growing companies, needing executives who can bend with the chaos of mergers, restructuring, and deregulation. The chances of promotion are higher in companies that realize equal opportunity makes good business sense. These "cutting edge" industries do not care whether one is male or female; they merely want executives who can lead people, produce results, and keep pace with rapid change (13:78). Examples of such growth companies include high technology companies, advertising, publishing, retailing, and commercial banking. Ironically, even Wall Street has broken many traditions on gender, and "about one-quarter of all professionals in the Wall Street financial community are women" (13:31). Here, too, women executives are being named as partners and thus opening the doors to the executive suites. A specific example involves Catherine Austin Fitts, who graduated from the Wharton School of Business in 1978. By 1986, she became the first woman promoted to managing director at Dillon, Read and Company, once known on Wall Street as "an elitist men's club" (4:112). Samuel L. Hayes, III, an investment banking professor from the Harvard Business School has said, "The law of supply and demand will require more female partners to infiltrate as big investment banks create new needs" (4:112).

In addition to specific industries being beneficial for women executives, growing executive advancement can also be better in one part of the country than in another. For example, opportunities for women executives are markedly better on the east and the west coasts than in the midwest or the south. Such variances are caused mainly by regional variations in attitudes (13:79). These regional variances help boost the rising number of female executives gravitating toward these more favorable areas of the country.

Statistics show there has been a surge of women executives. Although only one woman currently owns the chief executive's chair in a Fortune 500 company, reports show that in 1986,

83 percent of the female officers in Fortune 500 and Service 500 companies held the title of vice-president or better. This compared to 35 percent who held such titles in 1980. In 1980 only 11 percent of women officers

made more than \$90,000 a year, while in 1986 nearly 60 percent earned that amount or more, and their average compensation had climbed to \$117,000 (13:79).

Additionally, according to the US Bureau of Labor Statistics, 35 percent of the 12.6 million executives, administrators, and managers in the United States are now women. This percentage has doubled since 1972 (13:79).

Another indicator of success is the list of "billion-dollar women": women who manage resources of more than one billion dollars. A few are:

Elizabeth H. Dole -- former Secretary of Transportation, managed a \$26 billion dollar budget for the Department of Transportation,

Greta Marshall -- responsible for managing the \$39 billion dollar California Public Employees' Retirement System,

Dorcas R. Hardy -- handled the \$228 billion dollar account as the US Social Security commissioner,

Marion O. Sandler -- co-chairman of the Golden West Financial Corporation, which has \$34 billion dollars in assets, and

Wendy Luscombe -- President of Pan-American Properties, Inc., a one billion dollar portfolio (22:24).

Stories abound concerning women succeeding in business, politics, publishing, and academics. However, it is in the political arena that women are surfacing more rapidly than in the past. Business Week declared 1986 "a watershed year for women in politics" (26:79). Four women were elected to the House of Representatives, bringing the total to 23, and 15 were elected lieutenant governors or secretary of state, making the nationwide total 39. Numerous women are also practicing executive skills in political back rooms. For example, of the 34 Democratic Senate candidates in 1986, 10 had female campaign managers. Although no woman presidential candidate will emerge in 1988, a woman could be a vice-presidential candidate again (27:79). These trends in politics are the products of women working behind the scenes for decades and now they are also getting on the ballots and becoming executive politicians themselves.

More and more women are seen in the academic world in both administration and instruction. As administrators, women have been credited with setting new priorities (such as emphasizing the value of the individual), and with focusing on building strong communities (30:30). As college professors, particularly in

political science, women are being recognized for their major contributions to the field (7:--). In addition to politics and the academic world, publishing companies have also been advancing female executives (8:--).

Reliable sources today claim publishing companies have rapidly promoted women to the top ranks (8:--). Some of these women worked for small companies and had to learn many different skills that helped them advance. According to Lynne Lumsden, executive vice-president, publisher, and chief operating officer of Dodd and Mead Publishing Company, "It's pretty hard today to find a major publishing company where women aren't in power . . . I mean at the level of real operating managers" (8:29).

The Air Force, too, has had its success stories. Since 1967, when the ranks of general officers were opened to women and the Chief of the Nurse Corps's position was upgraded to a brigadier general's slot, the Air Force has had eleven women general officers. Their names are listed at Appendix B. Of these eleven, two are currently on active duty: one line officer and one nurse. The other nine are retired: four were nurses and five were line officers (34:2). Although these eleven generals represent a very small percentage of all general officers in the Air Force, there has been an increasing number of women who have achieved the rank of colonel. For example, in fiscal year (FY) 1981, there were only 13 women line colonels. In contrast, four years later, that number had doubled to 25, and in FY 1988 there are 40. Although increasing, these numbers represent less than one percent of all line officers in the ranks of colonel and brigadier general (36:4).

To compare statistics concerning corporate executive women and Air Force women in equal ranks, one must examine how many women make it to the top of civilian businesses. The statistics reveal these facts: two percent of top management positions are filled by women, and they draw only 42 percent of the salaries drawn by men in equal positions (23:18). In contrast, in the Air Force, the salary is determined by rank, not by gender or position.

It's evident from reviewing the positions and titles of the top 50 women to watch, the accomplishments of the billion dollar women, the gain in military rank among women, and the strides made by female politicians that women have come a long way since World War II. Of course, even today some regions of the country along with particular growth companies are leading the path for today's female executives. Now having reviewed some of the names of and statistics about women executives, it would be insightful to look at some of the steps they took to achieve their success. There are many reasons to try for advancement to the top, and as many ways to get there.

### MAKING IT TO THE TOP

Mylle Bell, president of Bell-South International, said, "The same things make women successful that make men successful. The main thing is the desire" (13:78). That statement may over-simplify what it takes to get to the top, for many articles and books have been written on guidelines for doing so.

Most executives agree that the rules change when one finally achieves executive rank. Now the managerial skills must be sharpened into executive skills, because the executive looks at the corporation from a larger perspective, from the inner circle. The executive has changed from team member to individual, and from peer to leader (18:105). Although, one author claims, "very few people, male or female, ever make it to the top, to get there will take your best traits in style, presence, and luck" (18:105-106).

According to one source leaders exhibit definite traits in executive offices. First, they are competent. Such competence usually stems from a lengthy, formal education backed by sound intelligence and strong organizational testing on all levels. Second, these people are persuasive and are known to use all of their talents to make others agree with their plans. Third, through controlling, they effectively coordinate people, ideas, and resources to get jobs done for the smallest cost and greatest profit. The fourth trait, quickness, deals with their liking for immediate results. Finally, this source claims these executives are "puffed up" about themselves and their accomplishments, and they are compulsive (18:109). Although not all-inclusive, this list of traits helps to describe executives.

Turning from individual traits, it is also important to examine factors that enable a person to reach the top. Barbara Insel of Working Woman magazine has listed job performance, size of company, establishing authority, leadership style, and getting one's life in order as such factors. A review of each factor follows (18:--).

Performance cannot be average, but rather it must be brilliant. Of course, performance can really shine if one is affiliated with a new business or product because results will be in the limelight and the bottom line will be profit. This is the time to be in a fast-growing company. If a woman can produce evidence that she has sold more or earned more for her company than her colleagues, her gender will be less relevant (18:106). This same axiom can be applied to the successful military woman. Although profit is not measured, outstanding inspection ratings or dollars saved through innovative projects are. Here too, it can be important or advantageous to be associated with a new,

fast-paced organization such as one involved with the development of or revitalizing of a weapon system, a new wing, or a squadron, in which the top leaders are looking for outstanding leadership.

Regarding Insel's second factor, it is easier to be recognized if one is working in a smaller company because there are fewer layers of management, and, therefore, the opportunities for visibility are greater. Additionally, it is important to fit into their team so people in all levels of the company enjoy working with each other. "Women must work at being accepted within the corporation", says Phyllis Bishop, vice-president and general manager of the Clinique International Division of Estee Lauder, Inc. Bishop stresses the importance of

changing men's perceptions of what a woman should be and understanding and learning to utilize aggression, toughness and so . . . qualities that are more important than women can understand until they've experienced just how dominant they are in upper management (19:109).

For these reasons women seem to do better in relatively non-hierarchical service companies and smaller- to medium-size firms (18:107). Again, there may be a parallel for a military woman who is rising in rank. Her skills in a small, dynamic base organization, where leadership is more easily recognized, can lead to faster future promotions and challenging assignments.

Insel's third factor for achieving success involves using competence to establish authority and presence. One authority claims that:

The women who are moving into top positions are regularly described as having demonstrated brilliance and extraordinary competence and vision. These women developed such extraordinary expertise about a business that their peers defer to them automatically (18:108).

This, too, can be said of the Air Force. The women who have made it to colonel and general officer ranks were among the best in their career fields. They excelled as leaders and as technical experts. The promotion system recognizes that combination as a winner.

Leadership style is another important factor. A leader should develop a style that's comfortable, and then incorporate authority, vision, and goals supporting that style. Additionally, the leader must become a person rather than a stereotype. It is dangerous to become simply "the woman" instead of the manager in charge of something (18:108). Military women have had to

concentrate on this point because it is easy for men to call them by such titles as "the female captain" or "the blonde major" without recognizing them as professional leaders and managers.

The final rung on this ladder to success, and perhaps the one most easily overlooked, is the one called "getting one's life in order". By the time he or she is ready for the executive suite, the leader should be comfortable with who he or she is, in addition to coming to terms with his or her personal life. Pent-up anger and bitterness should not be carried up the ladder if one intends to be successful or even be considered for a top promotion (18:108).

Many women executives have noted the need to play down being a woman. The executive suite is not the place to crusade for women's rights or to blame a personal setback on discrimination because such activity has blocked women in the past. Waving their gender is a common pitfall among young female executives. One study found that women managers who were vocal about their gender were more likely to be derailed. "When you are a minority in a majority culture, there are taboos against speaking out," claims Ellen Van Velsor, co-author of Breaking the Glass Ceiling. "They were seen as being too ambitious or too concerned about their status as a woman in the company" (3:75). Besides remaining quiet on gender-related issues (10:179), women have learned other ways to achieve the highest ranks. For example, as the US economy has shifted from being predominantly manufacturing to being primarily services-related and is forced to compete in a world market, the skills of women are becoming more important (17:46).

Feminine skills have been recognized as beneficial during periods when the economy shifted toward service industries (17:46). Consequently, women's intuitive ability is now being accredited as an advantage for hiring good people and for matching the right person to the right job. Contrary to their previous habit of keeping women out of executive locker rooms, men now often welcome women as partners (17:--). A woman's sympathy, sensitivity, and lack of killer instinct may be advantageous in getting people to work because she has a concern for people's feelings and is less brusque than her male counterparts. The recognition of non-verbal signals by women is sometimes seen as an advantage. Finally, women's child-rearing experiences are being credited for their abilities to compromise, reconcile, and listen (17:47). People outside the company structure also acknowledge women's personnel skills. For example, John Naisbitt, in Reinventing the Corporation, clearly highlights the importance of a woman's "people skills" in successful company management for the same reasons as those listed above. In a previous book, Megatrends, he predicted that many American institutions will be run by women in the future. Thus these skills will continue to be very important in building effective organizations (10:178).

Changes in the attitudes of male peers have also made the women's progress easier. Today's younger men on their way up are accustomed to having women living in the same college dormitories, and are working with them in corporations and in the military. They are used to the idea of working and competing with women. This change of attitude was confirmed by a 1985 Harvard Business Review survey comparing men's attitude about working women with those attitudes in 1965. In 1965, 41 percent of the men interviewed had unfavorable attitudes toward working women, whereas the percentage fell to 5 percent in 1985. Additionally, in 1965, only 25 percent of the men thought having women in management improved employee morale and profits. That number rose to 70 percent in 1985 (10:178-180). Surprisingly, recent corporate restructuring, spin-offs, and leveraged buyouts have caused the break-up of some long-entrenched male cultures also affecting attitudes toward women (3:73).

Methods of getting to the top have changed in the last decade. Women executives in the 1970s claimed success because they played games their mothers did not teach them, read about how to dress for success, established "good-ole girls" networks, drank liquor, played golf, played poker like men, and read books espousing the need for power bases and power lunches. In other words, women wanted to become like men, but women executives of the 1980s have reversed this course to some extent in order to succeed (10:179). Some successful women view today's business world as a battlefield, and they have offered the following guidelines for getting to the top (9:--):

1. Know your enemy.
2. Pay attention to your personal strategies.
3. Observe the rules.
4. Guard your flanks.
5. Keep your mouth shut.
6. Hit before you get hit.

On the flip side, however, many fast-track women have a less war-like approach to making a go of it. Their success comes primarily from paying their dues and making their own breaks. They've also taken the long view of their careers and haven't sold out for short-term gains because those gains can often mean long-term losses. Although some women insist on instant job gratification, the most successful tend to be willing to wait for proper recognition by letting somebody else recognize their work for them. Successful women have realized that they should stay for the bad times as well as the good times to prove their company loyalty and own perseverance (12:--). Dianne Feinstein, a former mayor of San Francisco, provides guidance to women on getting ahead (26:84-85):

- Rule #1: Develop staying power. Commit to a long-term career; don't just start a 4-6 year job and quit.
- Rule #2: Never use your sex or family as an excuse. Men do not do this, and using such an excuse begins to label women as not being able to handle a career and family. Although men have a higher rate of absenteeism, the perception is just the opposite.
- Rule #3: Put in more time than anybody else. It's important to go after the extra jobs because nobody else does. Besides, it's often the extras that will get the boss's attention.
- Rule #4: Network. It's important to establish a professional working network (not consisting of all women) for guidance and counsel.
- Rule #5: Specialize. By becoming an expert in something you'll become very valuable to your company.
- Rule #6: Be a team player. It's important to be viewed as somebody who fits in, and this is where politics are often learned.
- Rule #7: Don't wear your sex like a badge on your sleeve. If gender is ever going to be a nonissue in the working world, it's important to downplay any sexual issues.
- Rule #8: Learn how to be a manager. Remember to give directions with meaning and then follow up on all of your actions.
- Rule #9: Thank those who help you. This is crucial for building a winning team: recognize those who work for you in making you successful; also thank those people who are your peers and mentors and bosses who help you along the way.
- Rule #10: Use your appearance to create an image of strength. In other words look professional and act professional. Definitely do not dress for the fad.
- Rule #11: Do not cry. Crying at work can spell destruction for a woman.



Rule #12: Be loyal. One of the greatest traits is to be faithful to the company and to your boss.

Mentors have also played important roles in the success of some women. One source claims a mentor is "a trusted and experienced counselor who influenced the career development of an associate in a warm, caring and helping relationship" (11:26). The Center for Creative Leadership in Greensboro, North Carolina, interviewed 76 successful women managers in 1981 to ask them about the role of mentors in their careers. The result was that 43 percent of them claimed to have had a mentor (22:79). Other research has shown that if the practice of the mentor is to be successful, women must overcome other obstacles to career advancement. These obstacles include attitudes and personality characteristics which are consistent with traditional female roles: domestic responsibilities, organizational biases, and institutional (such as church and school-related) qualities which constrain women's career development (33:45). Although a mentor can greatly help a woman who is moving up, there are responsibilities. For example, sometimes the mentor gets too close and will not let go of the one being taught. Additionally, the younger female cannot depend solely upon her mentor for success. She must do things herself or she will be setting herself up for a huge disappointment after her mentor is gone or after she is promoted into a job she is not capable of handling (33:415).

There are many examples of women executives and many reasons for which they have achieved success, but there are also deadly flaws which can lead to failure along the executive road. The first flaw involves a woman's inability to adapt because she tried to be too much like a man. A second flaw among rising women involves wanting too many immediate prestigious perquisites -- a larger office, better office furniture, and exclusive parking slots, etc. Such a flaw indicates immaturity and a lack of awareness. Performance problems are also common flaws. Victims of the "Peter Principle" have succumbed to this flaw: having been successful at lower levels, but having risen to their levels of incompetence. Other flaws include the inability to manage subordinates, projecting a poor business image and having poor business relationships (22:--).

In its search for common denominators among those women who succeed, the Center for Creative Leadership asked those same 76 successful women managers what it took to make it to the top. They agreed it took help from higher managers, to include both detailed advice and tough assignments which were recognized by the top managers. The use of tokens was also cited as a factor. These women had superstar records, and a passion for success

coupled with fierce determination to succeed. In addition, other priorities in their life appeared to be lower than their career goals. Although they were known for being demanding, they had developed superior people skills, so their subordinates trusted them and communicated openly with them. Having the courage to move into unfamiliar territory and succeed was another common trademark, as was a degree of flexibility and the finesse to work through others. This entire package of factors, held together by an impressive image, spelled success for them (22:80-81).

#### LOOKING TOWARD THE FUTURE

Having reviewed the working woman's world at present, a view of the future is appropriate. Stephen Stumpt, a professor of management at New York University, states, "As women get closer to parity with men, their rate of advancement slows because there are fewer slots higher up" (20:53). There are many other factors affecting the future of women executives.

## Chapter Four

### THE FUTURE OF WOMEN IN THE WORK FORCE

#### TODAY VS TOMORROW

The second wave of corporate and Air Force women are now in the executive pipeline awaiting their chance for top positions. A special report compiled in May 1987, by Nation's Business magazine claims this second wave will be more prepared for moving up to the boardroom. Additionally, such trends as one-third of today's business degree graduates are women while companies are actively recruiting women support such a claim (23:18).

There are several growing statistics to show this second wave is emerging. Today, for instance, we find 54 percent of our country's women are working (44 percent of the total work force). Likewise, the percentage of civilian women in the Air Force 1974 to 1984 has grown from 29.9 percent to 35.6 percent while the Office of Personnel Management (OPM) actively boasts a total of 26,000 women in the GS-13 through GS-15 levels (entry levels to senior management). Additionally, OPM shows a significant growth rate among women holding Senior Executive Service (SES) positions: 1975 had 180; 1985 had 598 (15:727). Regarding active duty Air Force statistics, the pipeline of female line officer majors and lieutenant colonels has also grown significantly: in FY 81, there were 146 majors with the number soaring to 365 in FY 85. FY 81 had 51 lieutenant colonels and FY 85 saw 92. According to an Air Staff authority, "This upward progress has led greater numbers of women to command and key staff positions which will further opportunities for continued upward growth" (36:--). To support the career progress of women in the Air Force, senior leadership has given more than a dozen key colonel commander's billets (such as base commander) to women in the 1980s. Two of these women have now been promoted to brigadier general (36:--). These are all indicators pointing in a favorable direction. However, some say it's too early to be depressed by the small percentages of women in senior management (less than 2 percent in the corporate world and less than 1 percent in the Air Force) because "it takes the average corporate achiever 25 years to reach the rank of president and 30 years to make chairman. Women have been managers in significant numbers only since the mid-seventies" (13:86; 19:107).

Another good indicator for the future came from a June 1987 article in Fortune magazine claiming companies should cultivate

women leaders. The first reason was labelled the baby boom effect because soon all industries and the military will be scrounging for people to fill the leadership positions, and the talent of professional women will become indispensable (29:185). Therefore, companies need to develop the leadership potential of women today in order to keep the best and the brightest for their company's future. Of course, it goes without saying that senior management should skim the cream of both the male and female contenders rather than just digging deeper into the barrel of males for their select few to be groomed as junior executives. Another advantage of hiring female executives has to do with giving the Chief Executive Officer a chance to gain early experience in communicating and working with women he might not feel at ease with. Fortune magazine also points out the importance of developing female role models for younger high potential women along with setting visible patterns for women coming out of colleges and graduate schools. Additionally, such equal opportunity gains in the boardroom are viewed positively by customers, and the overall result will be to have stronger executives among all ranks of management. On the profit side of business, it also makes good sense to promote deserving women to get a respectable return on their training investment costs since half of all training money is spent on women (29:188).

On the minus side of advancing women through the ranks, companies and the government have learned that quotas and timetables for promoting women do not ensure quality or motivation and, therefore, can fail both the organization and the individual. Another drawback corporations look at is the greater attrition rate among women stars versus their male stars. Male managers have a difficult time coming to grips with the concept that a woman may change her professional priorities in favor of family goals, and it's undeniably riskier to invest in the woman's upward mobility (29:--). Such attitudes must be offset, however, by looking at the statistics provided by the US Department of Labor: "65 percent of new mothers return to work within one year of childbirth" (23:22). Additionally, according to US News and World Report, more women of childbearing ages are staying in the work force as indicated below: (6:72-73)

Women's Age Groups:	<u>Ages 20 - 24</u>	<u>Ages 25 - 34</u>	<u>Ages 35 - 44</u>
Comparison Yrs:	<u>1965 vs 1985</u>	<u>1965 vs 1985</u>	<u>1965 vs 1985</u>
% Remaining in the Workforce:	50% vs 72%	39% vs 71%	46% vs 72%

## BARRIERS TO THE TOP

Although more women are staying in the work force, there are many women executives who are consciously stopping before they reach the top. The so-called "barriers" are numerous.

One such barrier involves the attitudes of senior male managers who often feel uncomfortable with female executives who are forced to balance work and family lives. Male CEOs, according to Linda Jones, President of a New York City organization called Women in Management, accept women as professionals, "but they're not ready to accept them as true peers" (6:72). Senior managers are also hesitant to promote a woman because of the impact a future transfer might have on her husband's career or because she could be less ambitious after having children (6:--).

Plateauing is another barrier encountered by the aspiring female executive. This occurs when one feels stuck at or below the middle rungs of the corporation's management ladder. This holding pattern could be the result of bottlenecking when there are too many qualified managers bidding for too few chances to move up. Selfishness and dependability on the part of the boss may also be the reason for plateauing an excellent performer. Her boss may not want to let her go and, thus, won't recommend her for a promotion. Prejudicial factors brought on because supervisors don't think a female is ambitious or because they think she couldn't take the added responsibility also weigh into the plateauing factor (14:24). Such plateauing is occurring because 69 percent of all white-collar workers are women while the Administrative Society of America claims only 10 percent of all managers are women (25:75).

Barriers are also created because women choose or get pigeon-holed into staff jobs such as public relations or personnel. Although such staff jobs are very demanding and interesting, they usually do not lead to the CEO's office (3:77). Women who conscientiously elect to enter the corporate or military worlds solely through the staff positions must realize the built-in barriers to the top.

Family demands can definitely be listed as a barrier to promotion. Although statistics prove the trend is declining, women sometimes leave permanently to devote more time to their families (3:77). To avoid such family vs career decisions some top executives choose not to marry or if married, not to have children. For example, of the women listed as the "top fifty women to watch" (Appendix A), 50 percent either never married or are now divorced, and of those who married, 30 percent do not have children (3:--). These statistics are even more severe on the

military side where "only about one out of every five retired flag-rank women officers ever married or had children, compared to nearly all males retiring as generals or admirals" (34:3).

Trends highlighted in the May 1987 issue of Nation's Business still show far more women are staying in corporate business and are competing hard to move up rather than moving out because of the built-in barriers.

Ambitious women still face formidable resistance in many industries that have traditionally not welcomed them at any level. But they are chipping away at the so-called glass ceiling -- the invisible barrier to female advancement to senior levels -- in businesses where not so long ago there were no women at all (13:86).

#### OTHER PATHS TO THE TOP

One such alternative is to take over the family business where the advancement will (normally) be quicker, the pay will be better, and the parents who owned the business are happy to have the family-run business continue. Closely related is another alternative: starting your own business.

According to the 1982 census data, 28 percent of all businesses are owned by women (23:26). The Small Business Administration also has statistics claiming, "Women started businesses at more than twice the rate of men from the years 1977 to 1983" (32:60). Excluding partnerships and corporations, this brought the total number of women-managed small businesses to more than 3 million (32:60).

Women owning businesses is not a new trend, but their goals and ambitions are different today from previous decades. Previously women often turned a hobby or skill into a home-based business for the sole purpose of supplementing their family income. Today, in contrast, they're taking risks by developing new products and services in their search for job satisfaction and for satisfying their need to be the boss. Of course, their new adventures into entrepreneurship are not always met without obstacles. Their chief roadblock is raising enough money; bankers don't always take them seriously because banks often view women's businesses as hobbies. Women also have less experience in supervising people, handling finances, and in negotiating deals which cause them to be higher risks to financing organizations (32:62).

The mood is not all sour for women as business owners because they also bring many advantages to the business scene. First, they are just as driven to success as men, and their creativeness works to their benefit. Second, their female instincts often help them to be better decision-makers. Third, because women favor egalitarian management more than men, a more relaxed, creative work place is created providing a more productive, less hierarchical atmosphere. Finally, women business owners are known to provide more progressive employee benefits and flexible scheduling for working parents because they understand the importance of balancing both the career and the family (32:62).

Whether in private business or in the corporate or military sectors, the glass house effect -- in which the woman executive feels she's very visible and, therefore, has little room for error -- is another dilemma facing the future of women executives (21:--).

#### THE GLASS HOUSE DILEMMA AND GETTING OUT EARLY

When women executives feel they are in this glass house atmosphere, they feel compelled not to fail. The Executive Women Project, a major new study from the Center for Creative Leadership, found that "high-level women often feel the imperative to avoid failure at all costs" (21:110). Contrary to this fear of failure, male executives emphasize the importance of experiencing failure because failure can provide rich lessons needed for executive success and development (21:110). Fortunately, a large majority of female executives are breaking out of their "glass houses." The Executive Women Project also found three-quarters of the prominent and successful women have had at least one big setback in their rising careers. Such setbacks include not being able to sell an idea or project or actually failing at a project. In addition, they've suffered from mistakes caused by subordinates or have had the ultimate setback of being passed over for promotion or for a special program (21:--).

The key to surviving a failure is to pick up and move on and not repeat the same mistakes. No woman should carry the burden of her isolated failure as spelling doom for all future women in the organization. On the contrary, the glass house effect should be shattered by learning the importance of teamwork, hiring the right people for the right job, communicating, learning corporate politics, accepting the need for imperfection of true leaders, and, above all, growing from each experience (21:--).

In addition to the internal and external barriers encountered along the elevator to the executive suite, some women in their 20s and 30s are seriously thinking about getting off the

fast track. There are several reasons for their decision to bail out. Disillusionment heads the list. After looking at what their careers have to offer, they're asking, "Is this all there is?" Some are also looking for the perfect job: one that's exciting and totally fulfilling. Other women see those successfully ahead of them putting in more than 60 hours a week as they work their way to the top, and they simply do not want to make that total commitment. Many, too, went to a job with great expectations and soon found themselves looking for a more meaningful job. Promotions without power are also a deflating factor because the fancy title and additional money don't compensate for a status quo in authority. Most of these young, unhappy women are looking for a balance in their life and begin to look at what's being offered to them in the long term (24:--).

Instead of electing to leave the corporate world there are some women who claim they can have it all: a strong career and a family. These women have accepted tradeoffs such as working at home with their family during vacations and hiring out more services in order to have more personal time. They also accept that there are no super moms. Their supporting husbands are often the primary factor for this successful balance (23:--).

#### THE FINAL LOOK AHEAD

The future of women executives, and in general, women in the workforce, will be a culmination of the lessons learned from the past, the current strides made in equality, and the ability to overcome barriers all coupled with the effect of supply and demand for competent people at all levels of management. As one source claims, "from now on it will be easier for women to break into management, but it'll be more competitive on the way up because more qualified women are now vying for those good positions" (19:108).

When it comes to equal pay, The Futurist magazine (taken from a Rand Corporation study) said that, "for the last 60 years US women have earned 59 cents to one dollar of men; however, by the year 2000, women's pay may reach 74 percent of men's average wage." This increase will be attributed to the improved marketable skills of the ever-increasing number of educated women (31:63).

Perhaps Catherine Austin Fitts, managing director at Dillon, Read and Company, summed it up best when she said, "if people are uncomfortable working with a woman the first time, just do a good job, and it won't be an issue the next time" (4:112). This is an over-simplified way of dissolving some of the future gender-related issues. However, the real future rests with those in the pipeline.



## Chapter Five

### CONCLUSIONS

After finishing this research, it's clear that women have made substantial gains in the work force since World War II. Evidence of this fact is seen not only in the sheer numbers of working women, but more importantly, by their successful performance in mid-level and, more recently, in senior management positions. Additionally, the authors believe the women's liberation movement positively impacted women in the work force because it brought to the forefront, via the media, conditions which hindered their capabilities and full potential. However, this study of trends and impacts on working women should not stop with the status quo.

For instance, as mentioned in Chapter Three, the lack of written material on women executives in the Air Force has left a void for comparing how the Air Force woman is progressing to the senior ranks. While adequate statistics are available on women in the Air Force, there's little information available that discusses how to break the glass barrier for Air Force women aspiring to senior leadership positions. Therefore, the future success of these military women is difficult to predict because of unclear and often conflicting guidance on the role of women in the Air Force and, consequently, their role as senior leaders. It is encouraging, however, that the trends of increasing numbers of women in middle management in the Air Force appear to mirror (albeit smaller numbers) the progress of their civilian counterparts.

On a final note, the choices made and examples set by today's women in middle management will continue to set the pace for entrance into corporate and military boardrooms. Despite ever-present barriers the indicators are showing favorable readings for the future of women in the work force. However, opportunities for senior leadership will only "be equal when it no longer rates a magazine article" (13:86).

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## APPENDIX

### APPENDIX A\*

#### FIFTY WOMEN TO WATCH

Jacquie D. Arthur, 38; Dennison Manufacturing, Waltham, Mass.; vice-president and treasurer; BS, City University, London. Refinanced domestic and international operations to help her company take advantage of lower interest rates available in overseas capital markets.

Jill E. Barad, 35; Mattel, Hawthorne, Calif.; executive vice-president for product design; BA, Queens College. Doubled sales of Mattel's line of girls' toys from 1983 to 1986 by introducing female action dolls such as the Princess of Power line to provide girls' role models.

Barbara Bass, 36; Federated Department Stores; chairman and chief executive, I. Magnin, San Francisco; BA, Smith College. As the first woman to head a Federated division, she oversees an upscale department store chain with 26 stores and 1986 revenues of \$317 million.

Patricia C. Barron, 44; Xerox, Stamford, Conn; vice-president and general manager, Northeast Region-Business Products & Systems; MBA, Harvard. Developed and implemented Xerox's strategy for building its new business in China.

Cathleen P. Black, 42; Gannett, Washington, D.C.; publisher, USA Today; BA, Trinity College. Hired away from New York Magazine to help sell national advertisers on USA Today, her goals are to build the daily newspaper's circulation and to make it profitable.

Maryellen B. Cattani, 43; TransAmerica, San Francisco; senior vice-president and general counsel; JD, University of California, Berkeley. As TransAmerica's only female senior vice-president, Cattani reshuffled \$1 billion in assets during a six-year reorganization.

Shirley Liu Clayton, 49; Genentech, South San Francisco; vice-president and treasurer; MBA, Stanford. Raised \$150 million in Eurodollar convertible subordinated debentures to help provide Genentech with working capital and to fund capital expenditures.

\*(3:80+)

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Deborah A. Coleman, 34; Apple Computer, Cupertino, Calif.; chief financial officer; MBA, Stanford. Cut 25% from the cost of producing Apple's personal computers by automating factories, slashing inventory, and reducing the number of suppliers from 1,100 to 300.

Camron Cooper, 48; Atlantic Richfield, Los Angeles; vice-president and treasurer; BA, Stanford University. Arco's chief money-raiser, she obtained \$4.3 billion in public funds and a \$5 billion revolving-credit agreement to finance the company's 1985 restructuring.

Juanita Costa, 38; American Express; vice-president for limited partnerships at IDS Financial Services, Minneapolis; MBA, Boston University. Developing proprietary limited partnerships for IDS to increase revenues and give the company a broader product line.

Roxanne J. Decyk, 34; Navistar International, Chicago; senior vice-president for administration; JD, Marquette University. Helped formulate a contingency bankruptcy plan; now working to make the corporate culture more participatory, less autocratic.

Marianne Drost, 37; GTE Corp., Stamford, Conn.; corporate secretary; JD, University of Connecticut. Provided legal counsel on the purchase of launch vehicles and satellites for a GTE telecommunications satellite company; oversees legal compliance for 200 subsidiaries.

Donna R. Ecton, 40; Campbell Soup, Camden, N.J.; vice-president for administration; MBA, Harvard. Initiated and supervised the turnaround at Campbell's troubled exercise equipment division by reducing operating costs by 48%; now selling this non-strategic operation.

Carol B. Einiger, 37; First Boston, New York City; managing director and head of Capital Markets; MBA, Columbia. Helped raise \$100 billion in new funds by managing the issuance of a wide range of corporate and government securities in 1986.

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Jo Ann Emmerich, 44; ABC-TV, New York City; vice-president for daytime programs; MA, Catholic University of America. Supervises and manages soap opera production and schedules daytime TV shows -- at the only network that creates such programming in-house.

C. Austin Fitts, 36; Dillon Read & Co., New York City, managing director; MBA, Wharton. Raised capital funds for mass transit, higher education, and municipal and state government improvements in New York and elsewhere; first female partner in 1986.

Sally J. Frame, 42; General Mills; vice-president; president of Talbots, Hingham, Mass.; BA, American University. Expanded the women's classic clothing chain to 110 stores from 84 stores last year as sales grew to \$300 million from \$224 million during the same period.

Rosalyn Franta, 35; Kellogg, Battle Creek, Mich.; assistant to the chairman; MS, Purdue University. Key member of team that developed successful All-Bran advertising and packaging; helped implement statistical quality-control techniques throughout Kellogg.

Verna Gibson, 46; The Limited Stores, Columbus, Ohio; president; BA, Marshall University. Manages a chain of women's clothing stores with \$1 billion in sales that is among the nation's fastest growing. Conceived the successful, Italian-sounding Forenza label.

Rose Ann Giordano, 48; Digital Equipment, Maynard, Mass.; vice-president of Consultant & Information Systems Marketing; BA, Marywood College. DEC's first female corporate vice-president, she spearheaded the company's entry into consulting -- a new line of business.

Rosemarie B. Greco, 41; Fidelcor, Philadelphia; president of Fidelity Bank; BA, St. Joseph's University. Her responsibilities include consumer banking and commercial lending. She has helped double consumer deposits to \$2 billion in two years.



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Diana L. Green, 41; Xerox; vice-president for personnel, Information Products Div., Fremont, Calif.; MBA, Golden Gate University. Developed a human resources strategy to help Xerox move 400 employees in its typewriter business from Dallas to Fremont.

Ellen M. Hancock, 44; IBM, White Plains, N. Y.; vice-president IBM, president, Communications Products Div.; MS, Fordham University. Played a key role in putting IBM's telecommunications software on the map; created "consumer councils" to get input on product plans.

Diane C. Harris, 44; Bausch & Lomb, Rochester, N. Y.; vice-president for corporate development; MS, Rensselaer Polytechnic Institute. Negotiated and supported the acquisitions of 16 companies -- with a market value of \$300 million -- and the divestiture of six divisions.

Joyce Hergenham, 44; General Electric, Fairfield, Conn.; senior vice-president for corporate public relations; MBA, Columbia. Key member of the management team responsible for policymaking in the RCA acquisition; helped integrate electronics operations at GE and RCA.

Karen H. Horn, 43; Bank One, Cleveland; chairman and CEO of Bank One; PhD, Johns Hopkins University. An economist by training and former head of Cleveland's Federal Reserve Bank, she is now working to increase Bank One's market share in northeastern Ohio.

Mary L. Howell, 35; Textron, Providence; vice-president for government affairs; BA, University of Massachusetts. Helped win a major portion of a \$30 billion Navy contract for the V-22 Tilt Rotor aircraft, a vehicle that takes off like a helicopter and flies like a plane.

Debra Isenberg, 35; American Express, New York City; senior vice-president, Direct Marketing Group, Travel-Related Services; BA, Macalester College. Successfully managed the introduction of the Platinum Card, a major move to attract higher-income customers.

## CONTINUED

Juanita T. James, 34; Time, Inc.; president, Time-Life Libraries, Alexandria, Va.; MBA, Columbia University. Assisted in the decentralization of Time-Life Books' fulfillment and customer-service operations and helped them relocate from Chicago to Richmond.

Gail H. Knopf, 40; Humana, Louisville; vice-president for information systems; BA, Vanderbilt. Helped set up data processing operations for the hospital chain's new Group Health Div., which has attracted nearly 600,000 members in just three years of operation.

Jeanette P. Lerman, 39; Unisys, Blue Bell, Pa.; vice-president for corporate communication; MA, Stanford University. Unisys' only female vice-president, she was a key member of the team that orchestrated the launch of the company's new name and new image.

Ellen R. Marram, 40; Nabisco Brands USA, Parsippany, N.J.; president, Grocery Division; MBA, Harvard. Manages 4,000 employees and more than eight product categories at Nabisco's profitable \$1.2 billion grocery products division.

Claudia Marshall, 40; Travelers, Hartford; vice-president for marketing and communications services; MBA, New York University. Played a role in boosting earnings at previous job, Chase Manhattan's International Div., from \$15 million to \$183 million in 18 months.

Barbara Mowry, 39; Allegis Corp., Chicago; president of MPI Inc., Allegis' direct-mail subsidiary; MBA, University of Minnesota. Sells contract telemarketing, direct-mail, and order-fulfillment services to outside companies -- a key element of Allegis' growth strategy.

Ellen H. Monahan, 41; R.J. Reynolds Tobacco, Winston-Salem, N.C.; vice-president for planning; BA, Le Moyne College. Started as a telephone interviewer, moved up the market research ranks. Now applying her knowledge of consumer behavior to strategic planning.

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Maria Monet, 38; Ogden, New York City; president and COO, Ogden Financial Services; JD, Boston University. She led the first variable-rate tax-exempt bond financing for a resource recovery project at the diversified waste incineration and engineering company.

Francine M. Newman, 42; Cigna Corp.; president, Cigna Re Corp., Bloomfield, Conn; BA, St. Lawrence University. With a staff of 170, she is responsible for Cigna's health and reinsurance business -- where she helped engineer a recent turnaround.

Christine W. Patton, 40; Manufacturers Hanover, New York City; senior managing director, investment banking; BA, Vassar College. Supervises a staff of 225 in 23 locations worldwide; managed \$2.15 trillion in foreign exchange trading and sales transactions in 1986.

Helen O. Petrauskas, 43; Ford Motor, Dearborn, Mich.; vice-president for environmental and safety engineering; JD, Wayne State University. Part of the team that developed Ford's driver's-side air-bag restraints in 1985, she now oversees a staff of 400.

Judith A. Roqala, 45; Federal Express, Memphis; senior vice-president, Central Support Services; MA, University of New Mexico. Manages three sorting hubs and publishing services; supervises the sorting of 800,000 packages daily in two hours.

Ellen A. Rudnick, 37; Baxter Travenol, Deerfield, Ill.; president, Travenol Management Services; MBA, University of Chicago. Founded the consulting and software support system to help hospitals cut supply costs; now the intrapreneurial venture serves 300 hospitals.

Carole C. St. Mark, 44; Pitney Bowes, Stamford, Conn.; vice-president for corporate planning and development; MBA, Pace University. Developed and implemented internal new-venture program, which yielding three projects; also prepared a corporate succession plan.

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Lorraine C. Scarpa, 43; Dun & Bradstreet, New York City, corporate vice-president, Customer Information Marketing; PhD, Johns Hopkins University. Came recently to D&B from Heublein, where she worked on the team that helped revive Kentucky Fried Chicken.

Maryann Schneider, 40; Beneficial Corp., Wilmington, Del.; senior vice-president for planning and administration; MS, Rensselaer Polytechnic Institute. On the team that divested Beneficial's commercial insurance line and helped focus the company on consumer finance.

Maurene G. Souza, 37; Hasbro, Pawtucket, R. I.; vice-president for marketing, Girls' Toys; BA, University of Rhode Island. Hasbro's first female marketer, she introduced the My Little Pony doll -- and saw her division grow from \$30 million in sales to \$200 million.

Cam Starrett, 38; Avon Products, New York City; group vice-president for human resources; BA, political science, University of Cincinnati. Established Avon's procedures for performance management, executive development, and corporate succession planning.

Karen E. Welke, 42; 3M; general manager of Sarns Inc./3M, Ann Arbor, Mich.; BA, University of Wisconsin, Milwaukee. Developed a European organization to manage the rapid growth of 3M's overseas health care business.

Nancy C. Widmann, 44; CBS, New York City, vice-president of CBS-owned radio station; BA, Regis College. Manages 18 of CBS' AM and FM radio stations in a division with more than \$100 million in sales and 500 staffers.

Jeanne D. Wohlers, 42; Tandem Computers, Cupertino, Calif.; vice-president and controller; MBA, Columbia University. Managed to increase the capability and efficiency of her office while corporate sales doubled during the last three years -- without adding staff.

Sandra K. Woods, 42; Adolph Coors, Golden, Colo.; vice-president for corporate real estate; MA, University of Colorado. Established her department, which is in charge of acquiring, managing, and developing corporate real estate and water resource assets.

## APPENDIX

### APPENDIX B\*

#### AIR FORCE WOMEN GENERAL OFFICERS

As revealed in a December 1987 Air Force Times article, the following lists the names and ranks of the eleven women who have achieved the rank of general officer in the Air Force. It also identifies whether they are retired or are still on active duty:

Maj. Gen. Jeanne M. Holm; director, secretary of the Air Force personnel council; retired 1975.

Maj. Gen. Norma E. Brown; commander, Chanut Technical Training Center; retired 1982.

Briq. Gen. E. Ann Hoefly; chief, Air Force Nurse Corps; retired 1974.

Briq. Gen. Claire M. Garrecht; chief, Air Force Nurse Corps; retired 1979.

Briq. Gen. Chris C. Mann; deputy director of personnel plans for human resources development, officer of the deputy chief of staff; retired 1978.

Briq. Gen. Sarah P. Wells; chief, Air Force Nurse Corps; retired 1982.

Briq. Gen. Wilma L. Vaught; commander, U.S. Military Entrance Processing Command; retired 1985.

Briq. Gen. Diann A. Hale; chief, Air Force Nurse Corps; retired 1985.

Briq. Gen. Mary A. Marsh; director of manpower and personnel, organization of the Joint Chiefs of Staff; retired 1985.

On active duty: Briq. Gen. Carmelita Schimmenti and Briq. Gen. Maralin K. Coffinger.

\*(33:3)

END

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